THE SPIRIT OF AN ORGANIZATION FILTERS DOWN FROM THE TOP

So wrote the eminent management consultant and distinguished scholar Peter Drucker in his book *The Practice of Management.*

If Drucker's prescept rings true, and we believe that its truth is self-evident, it is the essence of our indictment of Rob Richard, and concomitantly, of our plea to the City Council. During Richard's tenure, and thanks to his directorship, the spirit of the Library staff has declined dramatically. Under his direction, under his management, the Santa Ana Public Library still functions, but just barely. We staffers continue to perform, to do our jobs, but devoid of zest, with leaden hearts and wooden hands.

If only because it is an intangible thing, the spirit of an organization is hard to contour and to measure. It's an even more difficult thing to pin down, let alone to document. So it is by a remarkable piece of good fortune that the members of the City Council can actually "get a handle on" the subject demoralization of the Library staff.

For sometime back the former Deputy City Manager, Jan Perkins, commissioned Swadesh Chopra to do an independent study of the Library staff members attitudes toward, and opinions of Richard. Ms. Chopra's study was, we believe, in large measure completed when suddenly it was discontinued. The results were never disclosed. We believe the survey was suppressed, and we believe we know why. We believe that when her findings were about to emerge, the administration determined to conceal them, to cover them up.

We urge you as Council Members to insist that the administration now reveal both to you and to us what Ms. Chopra's findings were.

Meanwhile let's surmise. Indeed, we believe we know what the substance of her findings was, and, that it was twofold. We think that she found, first, that both the numerically overwhelming and the thematically dominant response to her inquiries was apprehension, F E A R ! Richard seeks *systematically* to intimidate his subordinates: "I can always write you out of the budget." "I will have my retribution." It's no wonder that virtually all of us were and are afraid of him.

And we think she found, second, that hardly anyone on the Library staff either trusted or respected him. They neither trust him as a person nor respect him as a manager. The only respect he commands is that of command; it is leadership by intimidation.

There is no single overt act, no dramatic "smoking gun" by means of which Richard might stand exposed. His wrongful conduct is more insidious than that. Smoke is visible; the fumes with which our atmosphere is laden are less visible than smoke, but far more toxic.

It requires courage, immense courage, to speak out against, our library director, but we feel immediate action is [absolutely] necessary.